



Harris County  
**Public Health**  
Building a Healthy Community

# ANNUAL REPORT *2022*

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# LETTER FROM THE EXECUTIVE DIRECTOR

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Dear community member,

The Harris County Public Health (HCPH) 2022 Annual Report highlights our department's progress over the past year to advance the health, well-being, and safety of people living in Harris County.

This report highlights some of the Department's key accomplishments and activities we have completed over the past year, focusing on some of our key program priorities as well as some of our key essential services. Specifically, you will find population-specific data, recent trends within communities, our agency's strategic direction, and programmatic benchmarks that underscore what we do and why we do it. The featured programs in this report reinforce HCPH's commitment to addressing the community's most urgent needs through exemplary services and innovation.

In the past year, the Department has focused on fulfilling its role as the Public Health Strategist. In this role, HCPH works to create multisectoral partnerships to address the social determinants of health (the conditions in communities that affect a wide range of health and quality-of-life risks and outcomes) in order to make meaningful progress in achieving improved health outcomes for the residents of Harris County. In order to achieve this goal, we spent the past year focusing on the major gaps in our communities to promote health equity — to ensure that everyone in Harris County has access to health services and resources, regardless of their circumstance or condition. Some of our new and existing initiatives that aim to address these gaps include:

- Improving individual and community well-being through violence prevention and alternative emergency response programming
- Decreasing disparities in Black maternal and infant health outcomes
- Improving the health of homes and neighborhoods through lead and nuisance abatement services
- Improving animal health while protecting communities

This report also offers an overview of the tremendous work that each of our divisions and offices has achieved in 2022 to impact the communities we serve. This work ranges from our ongoing efforts to address COVID-19 and mpox, to assessing the overall health of our entire county through our Leading Causes of Death Report, which highlighted the top 10 causes of death in the County by key demographic characteristics, to enhancing existing projects with grant-funded dollars, and breaking ground on a holistic care-coordinated approach to address gaps in health equity. The pandemic may not have created inequities in health, but it did magnify existing health disparities and the need to strengthen our focus on addressing social determinants of health.

It is important to emphasize that we do not do this work alone. Our work with community organizations has advanced our vision to promote the health and well-being of all Harris County residents. On behalf of HCPH, thank you for your dedication to our mission.

In partnership,

*Barbie Robinson*  
Barbie L. Robinson  
Executive Director  
Harris County Public Health

## ABOUT THE ANNUAL REPORT

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The Harris County Public Health (HCPH) 2022 Annual Report highlights the major achievements that our divisions and offices have performed over the past year that contributed to making Harris County a healthier place for all residents. Additionally, this report addresses how we are expanding access to services, the types of new evidence-based outcome-oriented programs we have initiated, and the innovative approaches to responding to public health threats.

## ABOUT HARRIS COUNTY PUBLIC HEALTH

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### OUR PURPOSE

HCPH is dedicated to promoting and protecting the health of residents living in the County. This commitment affirms our vision for a county where all people can achieve their full potential for health and well-being. HCPH does this by responding to public health emergencies, such as natural disasters and diseases, helping residents prevent or manage chronic diseases like diabetes or tobacco addiction, ensure animal welfare, and developing programs that promote a safer environment and community, such as violence prevention or nuisance abatement.

### THE ROLE OF COMMISSIONERS COURT

The Harris County Commissioners Court governs the work of HCPH by providing broad policy and program direction and priorities. It is comprised of elected officials who serve each of Harris County's four precinct offices and an elected county-wide judge who represents the entire county. The Commissioners Court appropriates the county budget and oversees most county agencies.

### MAINTAINING OPERATIONAL EXCELLENCE THROUGH PUBLIC HEALTH ACCREDITATION

In 2018, HCPH received its initial accreditation from the Public Health Accreditation Board (PHAB). As an accredited health department, HCPH follows a framework for identifying performance improvement opportunities, demonstrating credibility and transparency, and improving relationships with the community through its foundational public health services. HCPH is seeking reaccreditation in 2023.





# SERVICES AND ORGANIZATIONAL STRUCTURE

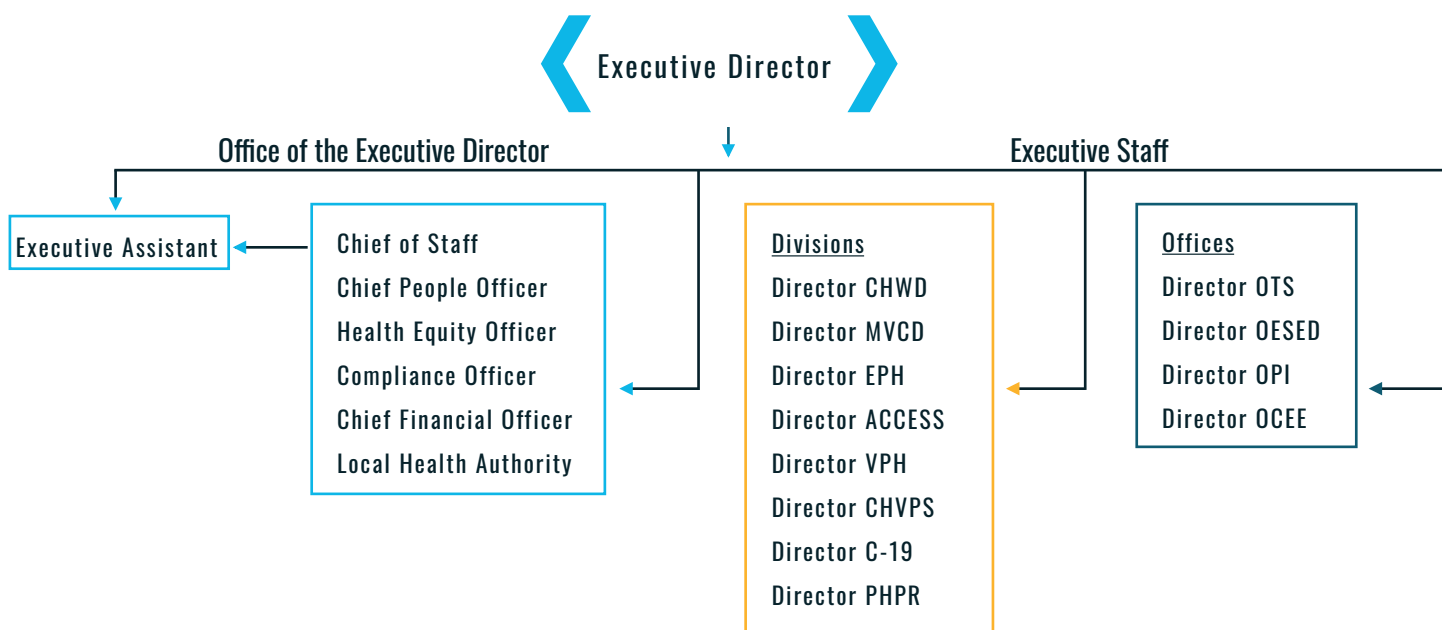
HCPH is made up of five supporting offices and eight service divisions. The offices provide enterprise wide support across the department and the divisions offer direct services and programming. Divisions tend to be larger than HCPH's offices.

## EIGHT SERVICE DIVISIONS

- CHWD**  
Community Health and Wellness Division
- CHVPS**  
Community Health and Violence Prevention Division
- EPH**  
Environmental Public Health
- VPH**  
Veterinary Public Health
- MVC**  
Mosquito and Vector Control
- ACCESS**  
Accessing Coordinated Care and Empowering Self-Sufficiency
- C-19**  
COVID-19
- PHPR**  
Public Health Preparedness and Response Division

## FIVE SUPPORTING OFFICES

- OED**  
Office of Executive Director
- OCEE**  
Office of Communications, Education, and Engagement
- OPI**  
Office of Planning and Innovation
- OESED**  
Office of Epidemiology, Surveillance, & Emerging Diseases
- OTS**  
Operations and Technology Services



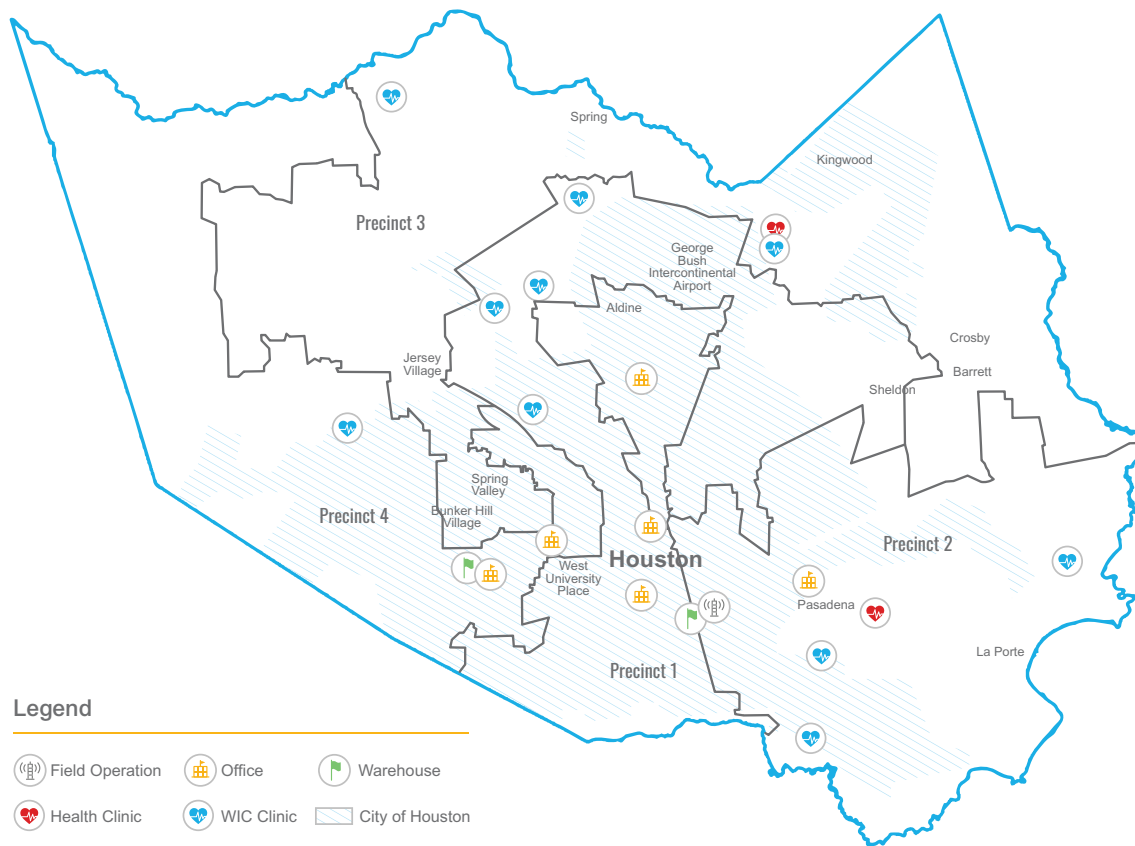
## ABOUT THE REGION

Harris County's geographic area covers 1,778 square miles. It is the largest county by population in Texas, the third largest county in the United States, and one of the most diverse counties in the country. The County is home to more than 4.7 million ethnically diverse residents, of whom 44% are Hispanic or Latino, 20% are African American, 7% are Asian and of this population, 26% are foreign-born.

HCPH's jurisdiction serves 2.5 million residents in unincorporated areas of Harris County (outside the city of Houston) and 30 municipalities. The Houston Health Department (HHD) provides public health services to residents within city of Houston limits.

For certain public health services – such as mosquito control, Ryan White/Part A HIV funding, and refugee health screening – HCPH serves the entire County, including the city of Houston.

## HCPH SERVICE MAP



# 2022 OPERATING BUDGET

HCPH had a Fiscal Year 2022 (FY22) annual operating expenditures of \$231 million. These funds managed public health programs, delivered services, facilitated new initiatives, and carried out the mission, vision, and values of HCPH. The funding supported 617 full-time employees.

HCPH’s budget is primarily comprised on grant funds. In 2022, HCPH received approximately \$140 million in Grant Funds totaling 61% of the total budget, approximately \$42 million in General Funds totaling 18% of the total budget, approximately \$37 million in other funds totaling 16% of the total budget, and approximately \$10 million if Special Revenue totaling 5% of the total budget.

Total			
\$231,752,863			
\$140,622,984	\$42,462,725	\$37,875,636	\$10,791,518
Grants	General Fund	Other	Special Revenue





## MISSION

To protect health, prevent disease and injury, and promote health and well-being for everyone in Harris County by advancing equity, building partnerships, and establishing culturally responsive systems.



## VISION

A Harris County in which all people can achieve their full potential for health and well-being.



## VALUES

Harris County Public Health's cornerstone values are:

### Leadership

We are advocates and strategists for the health of individuals and our communities.

### Service and Excellence

We strive to create a culture of learning, innovation, and data-driven practices to guide our internal operations, improve performance, and build staff expertise.

### Quality

We utilize state-of-the-art science, evidence-based best practices, and performance monitoring to maintain and improve program efficiency and efficacy.

### Collaboration

We engage and work collaboratively with partners, communities, and staff to maximize our impact in Harris County.

### Communication

We provide the community with up-to-date and science-based health information.

### Inclusion and Belonging

We honor and embrace a diverse workforce. We create a culture in which employees feel valued, trusted, and comfortable being their authentic selves.

### Accountability, Integrity, and Stewardship

We act with integrity and assure public trust through transparency and demonstrating continuous improvement.

### Professionalism

We, as public servants, and team members, perform and model the highest levels of ethics, acumen, and responsiveness.

### Compassion

We treat each other and those we serve with dignity, respect, kindness, and empathy.

## 2022 KEY MILESTONES

### January

Harris County Public Health (HCPH) responded to the spread of the COVID-19 Omicron variant by opening surge testing sites and responding to the public's concerns.

01

### March

HCPH launched the Holistic Assistance Response Team (HART), a fourth and alternative responder program within the 911 public safety system, and Community Violence Interruption Program (CVIP) a violence prevention program in two highly vulnerable communities.

HCPH hosted a Public Health Data Analytics workshop in partnership with the City of Houston.

03

### May

Commissioners Court awarded ARPA funding to support the countywide Food & Nutrition and Behavior Health programs.

05

### July

Commissioners Court approved the first set of properties to abate in HCPH's Neighborhood Nuisance Abatement Program using ARPA funding.

Commissioners Court awarded ARPA funding to HCPH's Maternal and Child Health program.

Veterinary Public Health held a spay/neuter community event where 105 dogs were altered.

07

### February

Free COVID-19 at-home antigen test kits were distributed to school districts to help slow transmission.

02

The Harris County Commissioners Court awarded American Rescue Plan Act (ARPA) funding to expand lead testing and abatement services.

### April

HCPH expanded the Chronic Disease Prevention program to include diabetes prevention and promotion.

04

### June

The first reported mpox case was identified in the County.

06

HCPH's Mosquito and Vector Control (MVC) Division identified the first West Nile virus mosquito sample of the year in northeastern Harris County.

## 2022 KEY MILESTONES

### August

HCPH hosted the first Violence Prevention Conference, which included national and local elected officials, local civic and community leaders, violence prevention groups around the U.S., and renowned professionals and practitioners in the industry.

08

### September

The U.S. Department of Justice awarded HCPH a \$2 million grant to reduce gun crimes and other acts of violence.

09

Harris County Pets (HCP) hosted the first countywide Pet Resource Fair in partnership with Precinct 2.

### October

HCPH hosted its inaugural Black Maternal Health Summit at the University of Houston.

10

### November

The Hospital-Based Violence Interruption Program (HVIP) was launched at HCA Houston Northwest Hospital.

11

The Centers for Disease Control and Prevention (CDC) awarded HCPH \$28 million under the Public Health Infrastructure Workforce and Data Systems grant to build and sustain data and performance infrastructure.

### December

HCPH shared guidance with the public about preparing for extreme cold weather that impacted the Houston region during this time.

12



## 2022 KEY OFFICE AND DIVISION HIGHLIGHTS

In 2022, HCPH focused on implementing ground-breaking initiatives and expanding existing programs to serve our communities. HCPH also continued its efforts to respond to the COVID-19 pandemic and other infectious and chronic diseases and readily prepare for future emergency incidents. The following highlights key accomplishments, milestones, and outcomes the department has achieved over the past year to create a healthier, safer, and more resilient Harris County.



# ACCESS HARRIS COUNTY: A HOLISTIC APPROACH TO IMPROVING HEALTH OUTCOMES

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## DIVISION OVERVIEW

ACCESS (Accessing Coordinated Care and Empowering Self Sufficiency) Harris County is an integrated care model that addresses the root causes of poor health and life outcomes by holistically addressing the social determinants of health.

Using a coordinated care approach, ACCESS Harris improves the health, well-being, sustained recovery, and self-sufficiency of the County's most vulnerable residents by not just focusing on getting them into the social safety net but getting them out of it.

ACCESS Harris County focuses on delivering intensive wraparound services to individuals in need of multiple services across the County's safety net system through a no-wrong-door approach.

Frontline staff across the County and community safety net programs eliminate the siloed and fragmented service delivery experience by working collaboratively to provide holistic, individualized wraparound services to these shared populations. Without the ACCESS approach, these vulnerable populations are left to navigate a fragmented system with limited success. It is governed by the County's Safety Net Collaborative, which is comprised of the Executive Leadership of the Harris County Departments listed below:

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### HARRIS COUNTY SAFETY NET COLLABORATIVE

- » Harris County Public Health
- » Resources for Child and Adults
- » Community Services Department
- » Juvenile Probation Department
- » County Department of Education
- » Texas Department of Criminal Justice (TDCJ) Parole Division
- » Texas Department of Juvenile Justice (TJJD) Parole Division
- » County Sheriff's Office
- » Community Supervision and Corrections
- » Department of Economic Equity and Opportunity

### COMMUNITY PARTNERS

- » Coalition for the Homeless
- » Harris Health System
- » Baker Ripley
- » United Way
- » Community Health Choice



## COHORTS

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- Youth in the juvenile justice system; justice impacted individuals
  - Homeless individuals with physical and behavioral health challenges
  - Re-entry populations
  - Black maternal health
  - Transitional-aged youth exiting the foster care system
  - Latinos at risk of experiencing certain chronic diseases
- 

### IN 2022, ACCESS HARRIS COUNTY ACCOMPLISHMENTS

- » Partnered with IBM to created **3 portals** (client, provider, Watson Care Manager, and Cognos reporting/analytics tool) to enable and empower care coordination
- » Completed personnel agreements for care coordination teams for five of the six cohorts
- » Received a \$1 million Federal Earmark for ACCESS Harris County program



# OFFICE OF EPIDEMIOLOGY, SURVEILLANCE AND EMERGING DISEASES: CONTINUED COVID-19 AND EMERGING INFECTIOUS DISEASES RESPONSE

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## OFFICE OVERVIEW

The Office of Epidemiology, Surveillance and Emerging Diseases (OESED) provides disease surveillance, data analysis, interpretation and reports, education, and guidance for healthcare providers and community partners. Additionally, OESED monitors both infectious and non-infectious diseases and health conditions to provide interventions, reduce transmission, and inform public health strategies. Guidance is updated and distributed to healthcare agencies, schools and community partners regarding disease identification, mitigation, and reporting.

HCPH continued addressing the impacts of the COVID-19 pandemic throughout 2022. From increasing testing capacity to vaccination outreach campaigns, HCPH continued to maintain a readiness to protect the health and well-being of all Harris County residents from the spread of COVID-19. The department also transitioned from spending Public Infrastructure Contingency (PIC) funding for COVID-19 operations to mainly using federal and state grant funds. These additional funding sources allow HCPH to sustain continuous COVID-19 operations for several years, including testing, vaccines, case investigation, and disease surveillance.

Using lessons learned from the COVID-19 pandemic, HCPH was prepared to respond swiftly to the national mpox outbreak in the summer of 2022. This included training HCPH epidemiology staff before the first suspected Texas case was identified in June 2022, communicating with local hospital's infectious control departments, and ensuring appropriate reporting protocols with the Texas Department of State Health Services (DSHS) and the Centers for Disease Control and Prevention (CDC).

Following the initial mpox vaccination roll-out, OESED collaborated with community partners and organizations to increase access to those who were most at risk, this included the LGBTQIA+, Black, and Hispanic communities.





## IN 2022, OESED ACCOMPLISHMENTS

- » Investigated and reported **160,198 positive cases** among Harris County residents (excluding the City of Houston)
- » Administered **20,727 COVID-19, flu, and mpox vaccines** at **1,702 events**
- » Facilitated the COVID-19 **testing of 61,281** individuals
- » Distributed **71,105 COVID-19 rapid antigen test kits** to schools and partners
- » Developed and sustained **1,341 partnerships**
- » Provided **159,452 resources and services** to the public
- » Provided **24 training sessions** to clinical staff
- » Provided **9 training sessions** to local providers
- » Initiated **87% of notifiable disease** case investigations within one business day
- » Received **61,194 calls** through the disease help line for COVID-19 services and other diseases, including mpox
- » Connected **2,223 residents** with wrap-around services
- » Created and distributed chronic disease reports and infectious disease reports
- » Created and used an influenza like illness (ILI) portal to better understand respiratory illness prevalence in schools within HCPH's jurisdiction
- » Investigated and reported **236 positive** mpox cases
- » Administered **3,512 first dose** Jynneos vaccines
- » Administered **2,887 second dose** Jynneos vaccines



# COMMUNITY HEALTH AND VIOLENCE PREVENTION SERVICES DIVISION: PUBLIC HEALTH APPROACHES TO PUBLIC SAFETY

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## DIVISION OVERVIEW

The Community Health and Violence Prevention Services (CHVPS) Division uses public health approaches to prevent violence in Harris County and is comprised of two programs - the Holistic Assistance Response Team (HART) pilot program and the Community Violence Interruption Program (CVIP). In March of 2022, HCPH launched the HART pilot program under CHVPS in the Harris County community identified with high incidences of non-violent 911 calls. This ground-breaking program brings an alternative first responder model where non-law enforcement providers (crisis intervention specialist and a certified emergency medical technician that provide on-scene behavioral health support, minor medical assistance, and resource navigation) are dispatched to address non-violent incidence in the Harris County Sheriff's Office (HSCO) District One, which encompasses the Cypress Station area of Harris County.

Through this innovative program, HCPH decreases the likelihood of conflict escalation among individuals experiencing crises reduces the burden on law enforcement officers.

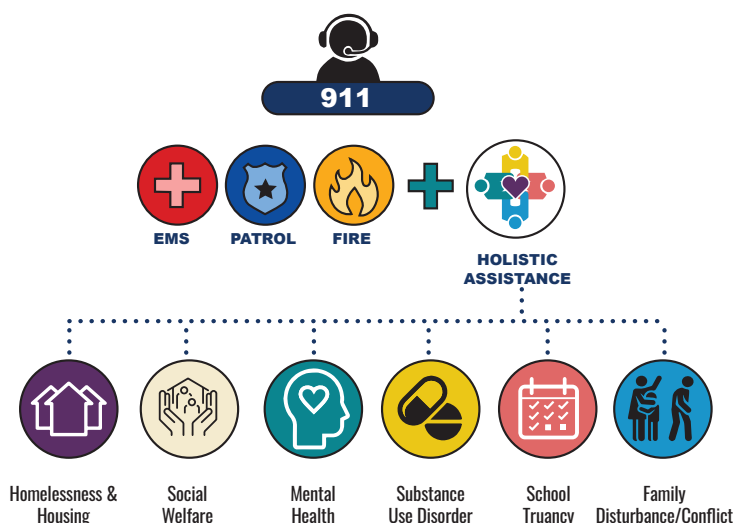
In March 2022, the Community Violence Interruption Program (CVIP) was launched in Cypress Station, Sunnyside, South Park, and Greater OST/South Union neighborhoods under the Community Health and Violence Prevention Services (CHVPS) Division to address the need to reduce violent crimes in these areas.

CVIP helped reduce violence by:

- **Stopping** acts of violence before they occur
- **Supporting** those at the highest-risk of being a victim or perpetrator of violence
- **Encouraging** communities to work against violence

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## HART Overview





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## IN 2022, HART ACCOMPLISHMENTS

- » Responded to **1,604 calls** exceeding the 750-call program target
- » Referred **620 residents** to social services
- » Responded to the following call types:
  - **34.11% Welfare checks**
  - **17.8% Suspicious persons**
  - **12.26% Mental health**
  - **8.33% Meet the citizen**
  - **27.5% Other**



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## IN 2022, CVIP ACCOMPLISHMENTS

- » Attended 125 community meetings and presentations, and coordinated **93 community events** with community stakeholders, in order to build a deeper sense of community for residents and providing access to health, social, and behavioral health services
- » Developed **1,140 meaningful relationships** with community stakeholders and residents
- » Responded to **20 calls for victims of gun violence** admitted to HCA Houston Northwest Hospital
- » Prevented **11 acts of potential gun violence**



# COMMUNITY HEALTH AND WELLNESS DIVISION: ADVANCING THE HEALTH AND WELL-BEING OF HARRIS COUNTY COMMUNITIES

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## DIVISION OVERVIEW

The Community Health and Wellness (CHWD) Division improves the overall health and well-being of all Harris County residents. CHWD provides a wide array of services to prevent and mitigate infectious diseases, and improve health outcomes for individuals, families, and communities.

CHWD provides health promotion, clinical and prevention services, including:

- Infectious disease (HIV/AIDS, tuberculosis)
- Childhood lead exposure
- Substance use
- Maternal child health
- Chronic diseases (diabetes, cardiovascular disease, cancer, asthma, and obesity prevention and screening)
- Family planning
- Refugee health
- Dental health
- Immunizations (children and adults)
- Women, Infants, and Children (WIC)
- Tobacco cessation
- Nutrition and physical activity

A key indicator of a healthy community is the health of birthing people and infants. Despite great progress to improve infant and maternal mortality in Harris County, too many birthing people and infants are experiencing complications during childbirth and still dying. Black birthing people and infants in Harris County are three times more likely to die from pregnancy-related issues than those of other racial or ethnic groups. As a result, HCPH launched the Maternal and Child Health (MCH) Program and hosted its first Black Maternal Health Summit at the University of Houston in October 2022.

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## IN 2022, CHWD ACCOMPLISHMENTS

- » Administered **43,131 vaccines** to protect against disease
- » Completed **7,680 dental** service visits
- » Performed **43,123 WIC** service visits
- » Conducted **6,737 reproductive** health service visits
- » Distributed **43,380 condoms** to the community
- » Provided **15,383 patients** services through the Ryan White HIV Program
- » Provided services to **1,700 patients** with tuberculosis and conducted **3,516 tuberculosis** service home visits
- » Educated and counseled **6,059 individuals** on healthy nutrition, nicotine use, asthma management, chronic disease prevention, and pre-diabetes management
- » Launched the Maternal and Child Health (MCH) Program
- » Hosted its first Black Maternal Health Summit at the University of Houston

# ENVIRONMENTAL PUBLIC HEALTH DIVISION: ENSURING CLEAN AND SAFE COMMUNITIES AND A HEALTHY ENVIRONMENT

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## DIVISION OVERVIEW

The Environmental Public Health (EPH) Division protects the public's health by ensuring a safe and secure environment in Harris County. This is accomplished by permitting and inspecting food establishments and public pools, monitoring food safety, ensuring water is safe to drink, abating or removing homes of lead-based hazards, and removing unsafe structures in neighborhoods.

Under the Lead Hazard Reduction program (Lead Abatement), EPH identifies and renovates low-income residential homes containing lead-based paint to make these homes "lead free." Additionally, any home enrolled in the lead abatement programs may also be eligible for Healthy Homes work, which allows for the abatement and repair of other safety and health issues that may result in illness or injury such as mold, leaking roofs, damaged doors, and floors.

HCPH investigates complaints that may violate the Texas Neighborhood Nuisance Abatement Act, a law intended to eliminate public nuisances in unincorporated areas of Texas. Examples of neighborhood nuisances include accumulated rubbish, conditions that harbor disease-carrying insects and rodents, ensuring swimming pool safety, overgrown weeds and brush, and unsafe structures.

With \$3 million in funding from the American Rescue Plan Act (ARPA), HCPH began work to abate 1,100 neighborhood and public health nuisances over the next four years to make neighborhoods cleaner and safer for residents.

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## IN 2022, EPH ACCOMPLISHMENTS

- » Inspected **16,955** food establishments
- » Issued **9,059** food establishment permits
- » Inspected **2,315** public swimming pools
- » Investigated **5,077** neighborhood nuisances
- » Abated **43** homes for lead-based hazards





# VETERINARY PUBLIC HEALTH DIVISION: PROMOTING SAFE AND HEALTHY COMMUNITIES AND ANIMALS

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## DIVISION OVERVIEW

The Veterinary Public Health (VPH) Division of HCPH works in partnership with the community to create a safe, healthy, and caring environment for residents, animals, and pets of unincorporated Harris County.

VPH operates the Harris County Pets Resource Center, which offers adoption, foster, animal control, education, and volunteer programs. Additionally, VPH maintains the Harris County Pets Clinic, which provides low-cost veterinary services for pet owners such as spay/neutering.

In 2022, Harris County Pets hosted the first countywide Pet Resource Fair in partnership with Precinct 2 and other local animal welfare organizations in observance of World Rabies Day. As a result, a total of 130 owned pets were provided free microchips and rabies vaccines.

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## IN 2022, VPH ACCOMPLISHMENTS

- » Registered **7,756 pets** in Unincorporated Harris County
- » Spayed or neutered **4,411 animals**
- » Rescued **2,260 animals**
- » Transported **1,246 animals** to rescue organizations
- » Maintained a live release rate (LRR) of **96.1% rate** above national standards of 90%.



# MOSQUITO AND VECTOR CONTROL DIVISION: SURVEILLANCE AND RESPONSE TO VECTOR-BORNE DISEASE ACTIVITY

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## DIVISION OVERVIEW

The Mosquito and Vector Control (MVC) Division protects the health and well-being of Harris County residents through surveillance, control, education, research, and technology to prevent and control vector-borne diseases. MVCD began work on a two-year grant from the National Science Foundation (NSF) to utilize the Microsoft Premonition devices, develop predictive modeling algorithms, and build out molecular testing capabilities. The grant provides funding to HCPH and access to Microsoft technology and to build an advanced bio-threat detection tool using smart mosquito traps and molecular technologies. This innovation has allowed HCPH to:

- **Develop** the workflows that will allow for detection of emerging pathogens much earlier, like Zika and SARS-CoV-2/COVID-19
- **Monitor** and **predict** where certain mosquito populations will be in combination with weather and climate data
- **Identify** threats to determine treatment of affected areas

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## IN 2022, MVC ACCOMPLISHMENTS

- » Collected **8,309** mosquito traps
- » Tested **11,476** mosquito pools, **703** bird serum samples, and **403** tick samples for vector-borne viruses
- » Treated **239,830.6** acres of Harris County
- » Completed **100%** of treatments in areas confirmed with mosquito-borne viruses within 72 hours
- » Tested **19,548** mosquitoes for insecticide resistance
- » Completed **2,408** inspections





# PUBLIC HEALTH PREPAREDNESS AND RESPONSE DIVISION: BUILDING READINESS TO RESPOND TO EMERGENCIES

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## DIVISION OVERVIEW

The Public Health Preparedness and Response (PHPR) Division develops and implements comprehensive, department wide approaches to prepare Harris County communities to safely respond to and recover from public health emergencies. This work includes developing preparedness plans, as well as training and exercising staff, partners, and non-governmental organizations on those plans. PHPR focuses on developing partnerships for community resilience and ensuring equity in all strategies and tactics. During a disaster or emergency, PHPR coordinates with internal divisions and offices, as well as county, regional, state, and federal partners to ensure an effective, coordinated response to public health emergencies. These emergencies can include terrorist attacks, infrastructure/industry emergencies, weather-related disasters, and disease outbreaks among others.

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## IN 2022, PHPR ACCOMPLISHMENTS

- » Completed **Project Public Health Ready (PPHR)** re-accreditation process, a criteria-based NACCHO/CDC recognition program assessing core public health emergency preparedness competencies.
- » Completed **3 emergency response exercises** with community partners, with over 60 participating community representatives
- » Trained **70%** of all HCPH full-time employees in emergency preparedness
- » Conducted **40 disaster preparedness exercises** readying internal staff to respond during public health emergencies
- » The Harris County Medical Reserve Corps (MRC) hosted **40 recruitment and training activities** growing the pool of skilled health volunteers.
- » Provided health and medical coordination for Harris County emergency management of the World Series, Thanksgiving flood, and December freeze.





# OFFICE OF COMMUNICATIONS, EDUCATION, AND ENGAGEMENT: EMPOWERING THROUGH ENGAGEMENT

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## OFFICE OVERVIEW

The Office of Communication, Education, and Engagement (OCEE) educates, engages, and empowers Harris County residents by providing practical, relevant information for well-informed health decisions. OCEE provides public information, manages government legislative affairs, and conducts outreach via Community Health Workers (CHWs).

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## IN 2022, OCEE ACCOMPLISHMENTS

- » Connected with **70,010** residents by attending **654** community outreach events
- » Reached **27,267** residents through canvassing
- » Assisted **1,538** residents with state-based applications
- » Distributed **60,561** care kits along which included **76,968** face masks
- » Led federal advocacy for **\$2.4 million** in Earmarks
- » **276** media responses provided
- » **18,082,257** total reach across all social media platforms
- » **198,770** total community members reached through outreach efforts
- » **2** conferences and summits planned



## ADMINISTRATIVE SERVICES AND SUPPORT

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The following supporting offices are the backbone of HCPH functions. They provide services that are necessary to ensure smooth day-to-day operations. Additionally, these offices enable the departments divisions and other direct service functions effectively achieve their goals and objectives by providing high quality administrative, financial support services to ensure compliance with local, state, and federal laws, regulations, and policies.

### **Office of the Executive Director (OED)**

The Office of Executive Director (OED) provides agency-level leadership and strategic direction for HCPH. This office includes functions for compliance, equity, and contract and court item administrative services.





## Office of Operations and Technology Services (OTS)

### OFFICE OVERVIEW

The Office of Operations and Technology Services (OTS) coordinates operational services supporting key functions, including internal information technology (IT), systems support, logistics, and inventory management.

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### IN 2022, OTS ACCOMPLISHMENTS

- » Centralized HCPH's internal help desk to improve agency-wide operational efficiencies
- » Implemented an automated employee onboarding and offboarding process to reduce deficiencies and risks
- » Completed in partnership with the Harris County Engineering Department, HCPH Phase 1 relocation of 300 employees to downtown Houston
- » Completed an agency-wide inventory audit and inventory consolidation, which resulted in an overall cost reductions of \$75,000 across all accounts.
- » Completed an office-wide workforce analysis that resulted in operational efficiencies and cost savings of \$620,000



## Office of Planning and Innovation (OPI)

### OFFICE OVERVIEW

The Office of Planning and Innovation (OPI) provides agency-level strategic direction through data-driven planning, performance monitoring, and coordination. This office serves as the planning lead through strategy, project management, data analytics and performance, and grant administration.

### IN 2022, OPI ACCOMPLISHMENTS

- » Led the development of four 2022 Community Health Reports to assess precinct-level state of health
- » Received approval of \$68.8M in funding for new data-driven agency services and programming through American Rescue Act Plan (ARPA) to assist with post-pandemic community needs
- » Led the development of \$25M comprehensive grant proposal awarded by The Centers for Disease Control and Prevention (CDC) to HCPH to invest in our community and expand on HCPH's workforce, staff development activities, and community capacity building
- » Led HCPH's efforts to develop a five-year Strategic Plan and Implementation Plan
- » Led the development of 23 agency priority initiatives through cross-departmental and external planning, improving operational effectiveness, data use, stakeholder collaboration, and strategic alignment





## Financial Services

### OFFICE OVERVIEW

Financial Services performs financial management operations, including the development of the annual budget of approximately \$200 million, revenue cycle management, and auditing functions. Financial Services also oversees the proper use of federal, state, and local grant dollars to ensure compliance with regulatory mandates. On average, HCPH manages over 50 grants per year that range from \$5,000 to over \$45 million.

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### IN 2022, FINANCE ACCOMPLISHMENTS

- » Reduced Public Infrastructure Contingency (PIC) funds related to COVID-19 operations by 75% resulting in PIC fund annual savings of \$35 million
- » Completed organizational restructure with the establishment of four new Finance Units: Revenue Management, Audit, Grant Management, and Budgeting. The new structure has improved internal controls and fiscal operations
- » Implemented new policies and procedures to ensure regulatory compliance and good stewardship of government funds
- » Implemented HCPH Consolidated Purchase Order Policy that reduced vendor payment times from 120 days to an average of 25 days or less
- » Created HCPH's Indirect Rate Policy resulting in increased revenue of \$1.1 million reinvested to support administrative services and infrastructure



## Human Resources (HR)

### OFFICE OVERVIEW

Human Resources (HR) is responsible for the life cycle of the employee experience. Responsibilities include recruitment, talent management, employee development, workplace safety, payroll, employee engagement, staff retention, and compliance.

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### IN 2022, HR ACCOMPLISHMENTS

- » Wrote and deployed nine HCPH HR policies and procedures so that employees are effective, and the department is compliant with all county, state, and federal laws
- » Created a Talent Acquisition system which allows HCPH to fill open positions in 90 days or less
- » Created three leadership training programs: Leadership Bootcamp, Manager Town Halls, and Communities of Practice







Harris County  
**Public Health**  
Building a Healthy Community



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